

# ***City Council***

## ***Special Meeting Agenda***

**August 29, 2017**

**Library Meeting Room**

**951 Spruce Street**

**7:00 PM**

- 1. CALL TO ORDER**
- 2. ROLL CALL**
- 3. APPROVAL OF AGENDA**
- 4. REGULAR BUSINESS**

### **DISCUSSION/DIRECTION/ACTION – CONSENSUS ON QUALITIES AND CHARACTERISTICS DESIRED FOR CITY MANAGER BROCHURE AND DATE FOR CITY COUNCIL RETREAT**

- Staff/Consultant Presentation
- Public Comments (Please limit to three minutes each)
- Council Questions & Comments
- Action

- 5. COUNCIL COMMENTS, COMMITTEE REPORTS, AND  
IDENTIFICATION OF FUTURE AGENDA ITEMS**
- 6. ADJOURNMENT**

**SUBJECT: DISCUSSION/ DIRECTION/ ACTION – CONSENSUS ON  
QUALITIES AND CHARACTERISTICS DESIRED FOR CITY  
MANAGER BROCHURE AND DATE FOR CITY COUNCIL  
RETREAT**

**DATE: AUGUST 29, 2017**

**PRESENTED BY: KATHLEEN HIX, HUMAN RESOURCES DIRECTOR  
JUNE RAMOS, CONSULTANT**

**SUMMARY:**

On July 25, 2017 City Council hired Ms. June Ramos to conduct focus groups with citizens, boards and commission members and City staff to gather information that would assist and inform City Council about the desired qualities and characteristics for the next City Manager.

Ms. Ramos has summarized the themes, trends, and patterns of the focus groups and other engagement options in Attachment 1, Focus Group Executive Summary and Presentation. At the August 29, 2017 special meeting she will lead City Council through a prioritization process that will help finalize the “Ideal Candidate” qualities and characteristics as well as information that will be printed in the recruiting brochure to inform the candidates.

The first draft of the recruiting brochure was reviewed by Councilors Loo and Maloney. It is currently being revised by the Novak Consulting Group and the second draft is scheduled to be reviewed the week of August 28, 2017, informed by the direction at the special meeting on August 29, 2017.

**BACKGROUND:**

Ms. Ramos conducted a total of seven focus groups that included:

- two focus groups with citizens,
- two focus groups with Board & Commission representatives,
- one focus group with Department Directors,
- one focus group with Manager-level employees,
- one focus group with line-level employees,

In addition, Ms. Ramos and Ms. Hix had a booth at the Louisville Farmer’s Market on Saturday, August 12. Citizens were asked to complete a questionnaire answering the following two questions:

1. What are the key characteristics and qualities of an effective City Manager?

2. What would success look like 12-24 months after the City Manager is hired?

The same two questions were on the ENGAGELOUISVILLE.ORG website for citizens, employees, or others to provide their feedback.

City Council also requested and accepted Ms. Ramos' proposal for Council to participate in activities that will help solidify working together more effectively as a team that will culminate in a Council Retreat.

Ms. Ramos' approach is to identify, through a series of Council one-on-one individual interviews, what is currently working and areas for improvement. From those interviews, Ms. Ramos will draft a customized agenda for City Council with the primary goal to identify commitments and agreements, as well as desired actions, to move into the future as successful team.

Dates for the City Council retreat will need to be selected so all members of the Council can make arrangements to attend. Based on conversations with Mayor Muckle and Councilor Leh, it is recommended that the Council Retreat be held in two parts:

- Part A – Prior to the hiring of the City Manager for approximately 4 hours on a Saturday morning, and
- Part B – Approximately 1 month after the City Manager has started the job to help set clear expectations for the incoming City Manager.

See Attachment 2 for the Statement of Work (SOW) for more details related to the City Council Retreat.

**FISCAL IMPACT:**

This is part of the \$7,500 approved on July 25, 2017 to hire Ms. Ramos. This expenditure will require a future budget amendment.

**RECOMMENDATION:**

Staff recommends utilizing information gathered in the focus groups, on ENGAGELOUISVILLE.ORG, and from the Farmer's Market to solidify Council direction on qualities and characteristics desired in the next City Manager.

**ATTACHMENT(S):**

1. Focus Group Executive Summary
2. Statement of Work (SOW) for June Ramos Associates, LLC

**CITY OF LOUISVILLE**  
**FOCUS GROUP SUMMARY REPORT – CITY MANAGER SEARCH CRITERIA**

**PREPARED FOR:**  
**City of Louisville City Council**  
**AUGUST 29, 2017**

**PREPARED BY:**  
**June E. Ramos**  
**[jramosassoc@mindspring.com](mailto:jramosassoc@mindspring.com)**  
**303-679-8700**

**DESCRIPTION OF PROCESS**

On July 14, 2017, June Ramos, Consultant, was contracted by City Council who wanted to engage her services to obtain staff (internal) and community (citizens and Boards and Commission members) input to identify key characteristics for hiring the future City Manager. The result of this process will aid the Council in formulating their position description and interview questions during the recruitment and hiring process of the new manager, working collaboratively with the selected executive search firm, Novak Consulting.

Ramos worked closely with Kathleen Hix, the HR Director for the City (and greatly appreciated the significant assistance of Kathleen). Kathleen assisted in the scheduling, marketing and communication, logistics, etc., to reach potential participants. The interview schedule was coordinated and completed – see **APPENDIX A** for the detailed calendar schedule and method of communicating and marketing the sessions.

Total numbers of individuals who participated in the process are listed below:

1. Staff
  - a. Department Directors = 7 plus Heather (Interim City Manager)
  - b. Mid-level Managers = 11
  - c. General Staff Members– all levels = 22
2. Boards and Commission Members – two sessions = 11
3. General Residents – two sessions = 14
4. Louisville Farmers Market\* – 18 residents; 5 neighboring residents
5. Engage Louisville website\*\* – 2 responses
  - See **APPENDIX C** for responses obtained during the Farmer’s Market
  - See **APPENDIX D** for responses obtained from the Engage Louisville website

**GENERAL OBSERVATIONS**

Unfortunately the total number of residents/individuals who participated was below the anticipated number that was expected. We are unsure of the exact reason, but surmised

that summer vacations might have been in progress, time needed for the preparation and start of school, low interest, and/or simply not seeing the communications in a timely manner were among some of the reasons we discussed. In any case, the people who did take the time to attend were thoughtful and provided excellent feedback.

It should be noted that staff and citizens were pleased that Council was seeking input as part of their decision making process. They were delighted to be asked to participate and spoke freely while sharing their opinions.

During the focus group sessions, all groups were asked the same five questions (See **APPENDIX B** for the full list of interview questions). External, non-staff groups were asked an additional question – *“Tell me about your knowledge of what a City Manager does?”* The answers to this question helped Ramos as facilitator to gauge the knowledge of the group about the role and responsibilities of a City Manager. In most cases, there was a consensus that indicated the key differentiator of the manager is to implement and to operationalize the policy guidance of the City Council through his/her staff. In some cases, residents were unclear about the role and responsibilities of a manager. However, asking that question also served to keep the dialogue focused on the true role of a manager and what she/he controls, versus what she/he can influence with Council as it directly relates to policy.

**A reminder:** The purpose of a focus group is to solicit a variety of opinions on a given topic. The goal is NOT to obtain consensus of the group. In some cases participants had strong general agreement (as seen from the prioritized characteristics); in other cases, there was disagreement. Again the goal is to hear from all and extract the common patterns, trends, and themes.

## **SUMMARY OF PRIORITIZED CHARACTERISTICS AND TRAITS OF THE IDEAL, FUTURE CITY MANAGER**

Ramos asked a number of questions during the focus group. Some were designed to trigger thinking among the participants and to hear input from others, to assist them in their own prioritization. The final goal was to aggregate responses, looking for the patterns, trends, and themes – the highest priorities – of characteristics and things to consider in the recruitment and hiring of the next City Manager to lead the City of Louisville into the future.

### **OVERARCHING THEMES**

As with any focus group process, no consensus is achieved. However, during the discussions, a number of key ideas emerged. Additionally, not all participants agreed with each other on all discussion points. Therefore, the summary consists of themes and discussion points that were frequent during the 1.5 or 2.0 hour sessions.

- The three staff groups discussed the need for a leader who has a big picture focus and is a visionary thinker. All saw the benefit of the new City Manager engaging the City in creating a structured process to identify a Vision, Mission, and Core Values for the City. Boards and Commission members also articulated a strong need for a vision to guide the City.
- A strong need for a strategic plan was also articulated by staff members, and it was discussed as a need by all groups. A desire to focus on streamlined, measurable goals was seen as helpful. A strong sentiment that the current action list of 40 priorities is too much and not sustainable.
- Strong communication skills were also discussed. Keeping employees in the loop is critical to staff success. Genuine communication without getting caught up in the emotional debate was discussed at one resident group. Have an open and inclusive style.
- Effectively working with Council – the need for strong collaborative and consensus skills and the ability to build solid relationships is required. A lot of discussion centered on a desire for a strong boundary of Council focusing on policy and allowing staff, per Charter, to engage in implementation activities.
- Building a healthy relationship with Council and managing the roles and responsibilities effectively was discussed at length in all groups.
- Managing a sustainable workload is seen as very important. Staff members are stretched thin. The ability of a leader to set boundaries, say no, prioritize, and stay focused is desired based on a clear set of strategies and goals that all agree to and live by.
- Building and developing staff was discussed in all groups. Creating and fostering

teamwork to prevent siloes was discussed as well.

- The ability to balance the needs of divergent groups and constituents is critical.
- Strong leadership skills came across in all groups.
- Exceptional customer service orientation was also discussed by the external groups. High responsiveness to citizens and caring about the residents is deemed very important. Caring is also demonstrated by a leader who participates in community activities and is visible. One participant said a City Manager needs “bone deep commitment to public service. Always asking self, ‘how can I help the citizen?’” Another said, “be the champion of the City.”
- Several residents and board members discussed the need for a manager to have clear budgeting and fiscal analytical skills.

### SUMMARY OF INDIVIDUAL PRIORITIES

Each individual who participated in the focus groups was asked a final question - to identify their top one to two priorities, following the lengthy conversation of traits and results. Those priorities are listed below in the matrix. Ramos created the categories to assist Council in viewing the multitude of responses.

CATEGORY	STAFF	BOARD/COMMISSIONS MEMBERS	CITY RESIDENTS
Big picture/Visionary approach	<ul style="list-style-type: none"> <li>Focus on the big picture; operational vision</li> <li>Lead from vision, mission, and values</li> <li>Able to collaboratively create a strategic plan and able to implement the strategy</li> <li>Strong compass to keep us on course toward the vision and strategy</li> </ul>	<ul style="list-style-type: none"> <li>Visionary focus; looking forward</li> </ul>	<ul style="list-style-type: none"> <li>Strategic thinking</li> <li>Guides vision and strategic plan</li> </ul>
Ability to collaborate and build consensus	<ul style="list-style-type: none"> <li>Serve as a successful conduit with Council</li> <li>Ability to manage divergent roles and responsibilities of all – protecting the boundaries of Council as policy makers and staff as operations and keeping clean lines around those expectations (mentioned and discussed at all three staff sessions)</li> <li>Can build consensus from</li> </ul>	<ul style="list-style-type: none"> <li>Generate consensus</li> <li>Ambitious in moving Louisville to getting people to work together and getting things done</li> <li>A good facilitator – able to lead up and down</li> <li>Ability to present all sides equally – not slanted one way or the other</li> <li>Proven track record of effective collaboration with outside entities, counties, and other</li> </ul>	<ul style="list-style-type: none"> <li>Strong leadership consensus skills</li> <li>Being a collaborative leader at all levels</li> <li>Excellent relationship builder</li> <li>Can rebuild relationships from past conflict</li> <li>Partnership mentality with Council</li> </ul>



CATEGORY	STAFF	BOARD/COMMISSIONS MEMBERS	CITY RESIDENTS
	disagreement and conflict	<p>municipalities</p> <ul style="list-style-type: none"> <li>• Listens for and provides the full picture – gives all sides of an issue</li> </ul>	
Effective leadership skills to build a strong, engaged organization	<ul style="list-style-type: none"> <li>• Collaborative focus at all staff operational levels</li> <li>• Able to break down siloes</li> <li>• Able to focus and prioritize – also ability to say NO!</li> <li>• Trust and empower staff; trust staff expertise</li> <li>• Manage realistic expectations around staffing projects with limited resources; willingness to focus on reasonable workloads and staffing levels</li> <li>• Good decision making skills; decisiveness</li> <li>• Ability to articulate clear and concise expectations</li> <li>• Able to balance looking out for the needs of the City/community and the staff</li> <li>• Effective delegation and setting clear expectations</li> </ul>	<ul style="list-style-type: none"> <li>• Spend time in learning about and staying connected to internal departments</li> <li>• Focus on customer skills</li> <li>• Get clear on our role and be connected with us</li> </ul>	<ul style="list-style-type: none"> <li>• Help your staff succeed</li> <li>• Help Council succeed</li> <li>• Fully informed decision making processes with and by Council; develop staff to be fully prepared and anticipate tough questions so Council can make better decisions</li> <li>• Mentoring leadership of staff</li> <li>• Ability to empower staff to strong leadership</li> <li>• Ability to have the tough conversations with staff (and other groups)</li> <li>• Ability to build a culture of respect</li> <li>• Re-establishing boundaries – protecting and nurturing staff</li> <li>• Focus all staff on exceptional customer service skills – quick responsiveness by departments</li> <li>• Be visible in the community – don't just stay at City Hall</li> </ul>

CATEGORY	STAFF	BOARD/COMMISSIONS MEMBERS	CITY RESIDENTS
Build a high performing team that produces results	<ul style="list-style-type: none"> <li>Motivate and engage staff</li> <li>Provide ongoing feedback to staff</li> </ul>	<ul style="list-style-type: none"> <li>Dynamic team builder</li> </ul>	<ul style="list-style-type: none"> <li>Build and develop a strong leadership team – get the right people on the bus or develop them if they are not at the level needed</li> </ul>
Effective communication skills	<ul style="list-style-type: none"> <li>Keep staff in the loop</li> </ul>	<ul style="list-style-type: none"> <li>Strong listening skills (there are so many divergent interests and opinions)</li> <li>Be an effective listener</li> </ul>	<ul style="list-style-type: none"> <li>Ethically committed to revealing the costs of decisions made (fiscal transparency)</li> <li>Exceptional communication skills</li> <li>Being responsive to Council/residents/staff</li> <li>Listen first and then act</li> <li>Feedback loops – respond to our messages and requests in a timely manner</li> <li>Open and inclusive style of communication</li> </ul>
Character and General Traits	<ul style="list-style-type: none"> <li>Trustworthiness (mentioned at all three staff sessions)</li> <li>Integrity</li> <li>Forward thinking</li> <li>Respectful of competing interests</li> <li>Low ego</li> <li>Decisiveness</li> <li>Good memory and</li> </ul>	<ul style="list-style-type: none"> <li>Flexibility</li> <li>Strong commitment to following up to resident emails and phone calls; follow up</li> </ul>	<ul style="list-style-type: none"> <li>Integrity in all aspects of life</li> <li>Mastery of the budget</li> <li>Organizational and project management skills</li> <li>Political prowess</li> <li>Strong and assertive, but not arrogant</li> </ul>

CATEGORY	STAFF	BOARD/COMMISSIONS MEMBERS	CITY RESIDENTS
	<p>documentation skills – there is a lot going on</p> <ul style="list-style-type: none"> <li>• Problem solver</li> <li>• Flexibility and ability to manage change successfully</li> </ul>		
Building strong community partnerships and focus on exceptional customer service	<ul style="list-style-type: none"> <li>• Ability to build strong citizen relationships</li> <li>• Willingness to take time out of a busy schedule to have contact and visibility in the community</li> </ul>		<ul style="list-style-type: none"> <li>• Responsiveness to citizens in a timely manner</li> </ul>
General policy issues		<ul style="list-style-type: none"> <li>• Willingness to support the library and funding of the library</li> <li>• Willingness to support the Arts and able to articulate the mission of the arts and culture focus</li> <li>• Zoning and infrastructure – able to influence Council to these important issues</li> </ul>	<ul style="list-style-type: none"> <li>• Focus on sustainability</li> <li>• Maintaining Louisville as a unique place</li> </ul>
Relevant experience		<ul style="list-style-type: none"> <li>• Similar experience to the culture of this community</li> <li>• Diversity of experiences and education; business background</li> </ul>	

## WHAT WE SHOULD AVOID OR WATCH OUT FOR IN THE HIRING OF THE NEW CITY MANAGER

This question was framed for participants to identify the undesirable traits and characteristics. All comments are outlined below.

STAFF	BOARDS/COMMISSIONS	RESIDENTS
<ul style="list-style-type: none"> <li>• Not a slash and burn of existing structure; not a hatchet person</li> <li>• Silo thinking</li> <li>• Not being accessible</li> <li>• Not listening to all sides before making a decision – the hyper-responsive person who takes the input of one and is swayed by the squeaky wheel</li> <li>• Not managing the chain of command; don't give direct delegation to staff; work with your directors</li> <li>• Don't turn us into your vision of the City; we have unique needs. Not a cookie cutter approach. Be open to balancing your new ideas with what already works for our City.</li> <li>• Not a micromanager</li> <li>• Be available – don't disappear on us</li> <li>• Keep "old town feel" balanced with growth and development</li> <li>• Support and respond to citizen engagement but still be realistic; Not everything is an immediate priority</li> <li>• Respect our private time – don't text me at home at night and weekends unless an emergency</li> </ul>	<ul style="list-style-type: none"> <li>• If interviewee was not successful at last job, we don't want to inherit those problems</li> <li>• Pre-determined agenda of what Louisville needs to be; don't come with predetermined or single minded agenda (e.g. all growth or no growth)</li> <li>• Ego and arrogance</li> </ul>	<ul style="list-style-type: none"> <li>• No autocrats</li> <li>• Looking for more skills, not just achievements</li> <li>• Watch excessive ego; no arrogance; avoid know-it all</li> <li>• Don't try to turn us into your definition of a mod city; not a cookie cutter your former success</li> <li>• Don't undermine project you don't agree with</li> <li>• No milquetoast</li> <li>• Avoid changing city organizational culture to quickly – choose your battles</li> <li>• Not someone who is seeing this as their retirement position to like in beautiful Colorado – want someone who is energetic for the duration</li> </ul>

## WHAT DO YOU THINK ARE THE TOP PRIORITIES OF THE NEW CITY MANAGER?

During the interviews, asking a candidate what would be your top priorities in the first 90 days and the next 90 days will provide a snapshot of how they imagine establishing their leadership and learning about the organization, among other important items. The answers to this question could also serve as a blueprint for action once hired.

STAFF	BOARDS/COMMISSIONS	RESIDENTS
<ul style="list-style-type: none"> <li>• Serve as the catalyst for creating a Vision/Mission/Values (V/M/V) for our organization</li> <li>• Creating a strategic plan based on the V/M/V; focus on strategy and set a schedule for updating our master plan</li> <li>• Redefine the roles of all parties – City Manager, Council, Boards and Commission members</li> <li>• Staff Onboarding <ul style="list-style-type: none"> <li>○ Building relationships with staff at all levels (not just direct reports); get to know staff and create connections</li> <li>○ Meet and greets</li> <li>○ Keep it ongoing</li> </ul> </li> <li>• Workload Management <ul style="list-style-type: none"> <li>○ All three staff groups indicated a strong need to build a better process for examining all initiatives and projects and building a process for prioritization</li> <li>○ With the help of Council, help us “wean off demand management.” We are too reactive and it is hard to create a sustainable level of</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Build a strong cross functional team</li> <li>• Review and highlight roles and responsibilities of boards and board engagement expectations</li> <li>• Listen and absorb for first 90 days</li> <li>• Obtain buy-in and acceptance with community</li> <li>• Establish staff relationships; make self available to staff; learn their roles – do a police ride-along; sit in library; visit public works, etc.</li> <li>• Build your leadership team</li> <li>• City Issues <ul style="list-style-type: none"> <li>○ Growth</li> <li>○ Zoning</li> <li>○ Parking</li> <li>○ Gentrification</li> <li>○ Balance old historical part of Louisville with the new growth and expansion</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Leader and Team <ul style="list-style-type: none"> <li>○ Analyze leadership team – “Do you have the right people on the bus?”</li> <li>○ Take a pulse of what staff looks like – skills? Shortcomings? Do I have the right team?</li> </ul> </li> <li>• Bring people together; we have a lot of conflict</li> <li>• Start with a listening tour with staff, stakeholders, active citizen groups, Council, etc.</li> <li>• Observe first before making changes</li> <li>• Analysis of our fiscal health</li> <li>• Identify ways to create a more business friendly environment (e.g., it takes a long time to obtain a permit!)</li> <li>• Create balance across all your departments – Planning is not king</li> <li>• Communication with staff to identify issues; same with Council</li> <li>• Set the tone for public service and customer service – more respect and collaboration from staff</li> <li>• Use the honeymoon period to establish boundaries and parameters</li> </ul>

STAFF	BOARDS/COMMISSIONS	RESIDENTS
<p>service response; realistic work loads</p> <ul style="list-style-type: none"> <li>○ Help us create a STOP DOING list.</li> <li>○ Review staffing levels to execute our vision – fair distribution of work</li> <li>○ Streamline processes and eliminate redundant work</li> <li>○ Review the data we collect – streamline and prioritize to what is truly needed for useful reporting</li> </ul> <ul style="list-style-type: none"> <li>• If the person hired is not from the area, learn our culture and values of the staff organization and the community we serve</li> <li>• Review staffing levels to execute our vision – fair distribution of work</li> <li>• Create an ongoing culture of collaboration with staff, Council, and residents</li> <li>• Manage turnover – help us build an engaged workforce</li> <li>• Review and help create a plan to update our policies and procedures</li> <li>• Communicate Council priorities to staff – we are out of the loop</li> <li>• Experience the uniqueness of our City</li> </ul>		<ul style="list-style-type: none"> <li>• Financial overview and review – budgeting process; stay on top of large scale projects (e.g., Recreation Center)</li> <li>• Built strong external relationships – especially with businesses and neighborhoods</li> </ul>

## WHAT DOES SUCCESS LOOK LIKE? WHAT SHOULD HE/SHE ACCOMPLISH IN THE FIRST 12 TO 18 MONTHS?

City managers are responsible for creating results and outcomes that benefit the City, as well as staff and staff operations. A performance metrics process allows all to understand the goals and objectives, and a clear understanding of what successful outcomes would look like. As you review the items below, you will see many are aligned to the desired characteristics and traits of an effective manager.

STAFF	BOARDS/COMMISSIONS	RESIDENTS
<ul style="list-style-type: none"> <li>• Vision/Mission/Values and a strategic plan (with reasonable number of priorities)</li> <li>• Clarified roles and responsibilities</li> <li>• Reasonable workload for staff was discussed by all three employee groups; increased staffing levels or a plan to accomplish that</li> <li>• Staff feels appreciated</li> <li>• We are making meaningful contributions to our City in all that we do; we are proud to show our City to our family members</li> <li>• Great relationships created with regional partners</li> <li>• Council <ul style="list-style-type: none"> <li>○ More consensus-based and civilized discussions with Council</li> <li>○ Enhanced trust among Council and staff</li> </ul> </li> <li>• Manager has earned our trust by getting to know us</li> <li>• Successfully initiated change</li> <li>• Employee retention</li> </ul>	<ul style="list-style-type: none"> <li>• Hasn't been asked to leave!</li> <li>• Is visible throughout the community</li> <li>• Able to articulate how our Boards contribute; for example – able to articulate how Arts and Culture fits in this community</li> <li>• No negative press in the newspaper; limited negative press</li> <li>• Will recognize and respond effectively to changing trends</li> <li>• Re-energized department heads who feel like they have focus and support</li> <li>• Fewer complaints from citizens; a positive perception with data from citizen survey; a happier community</li> <li>• Positive progress on Council's Action Plans and Council's goals</li> <li>• Improved staff satisfaction/engagement/morale as indicated on the employee survey</li> </ul>	<ul style="list-style-type: none"> <li>• Accomplishment toward targeted goals set by Council</li> <li>• Citizen survey results are positive; positive survey results</li> <li>• Employee/Staff: <ul style="list-style-type: none"> <li>○ Employee engagement survey results are good</li> <li>○ Increased staff morale, especially senior staff</li> <li>○ High confidence in staff and leadership</li> <li>○ Staff attrition is low</li> </ul> </li> <li>• Priorities: <ul style="list-style-type: none"> <li>○ Will have clear, established and measurable priorities that are focused and tied into a Strategic Plan</li> <li>○ Prioritized tasks and a clear focus</li> </ul> </li> <li>• Pass a budget by end of a full year</li> <li>• Council meetings: <ul style="list-style-type: none"> <li>○ Work with Council for better meeting management</li> <li>○ Steam line process for Council meetings</li> <li>○ More time for citizen review of packets; longer lead time</li> </ul> </li> </ul>

STAFF	BOARDS/COMMISSIONS	RESIDENTS
<p>mentioned by all three groups; creative ways are employed to create employee retention (flexible work hours, etc.)</p> <ul style="list-style-type: none"> <li>• Be a staff champion; set boundaries with Council so delegated tasks come from staff/leadership</li> <li>• Tasks are accomplished with resources and time; true empowerment of staff to get things done</li> <li>• Visibility of manager with city residents at events</li> <li>• Balanced approach to meeting the needs of the City staff and Council; strong discipline to stay the course</li> <li>• Protects staff against verbal attacks by outside groups</li> <li>• Inspire our managers and leaders to be motivated and engaged and give us positive feedback</li> </ul>		<ul style="list-style-type: none"> <li>• Staff is better prepared on staff reports and recommendations (do dry run practice sessions)</li> <li>• Successful completion of Recreation Center with updates to residents on progress</li> <li>• Total command of the budget and CIP</li> <li>• Sustainability commitments realized</li> <li>• Good economic development</li> <li>• Conducting “after action” reports of big projects for lessons learned discussions</li> <li>• Metrics at six month mark: <ul style="list-style-type: none"> <li>○ Community engagement</li> <li>○ Fiscal health</li> <li>○ Staff operations are good and in place</li> <li>○ Ability to obtain consensus on what the top priorities are</li> </ul> </li> </ul>



## APPENDIX A – CALENDAR/SCHEDULE OF FOCUS GROUPS AND MARKETING PROCESS

### **Focus Groups – conducted by June Ramos**

1. Boards & Commission Members (2)
  - a. Thursday, August 10 6pm – 8pm (Spruce room)
  - b. Thursday, August 17 3pm – 4:30 (Library conference room)
2. Citizen/Resident Groups/General
  - a. Wednesday, August 9 6pm – 8pm (City Council Chambers)
  - b. Thursday, August 17 6pm – 8pm (Library conference room)
2. Staff
  - Department Directors
    - Tuesday, August 8 11am – 12:30pm (Spruce room)
  - Division Managers
    - Tuesday, August 8 1:30pm – 3:00 pm (City Council Chambers)
  - General Employee Group
    - Thursday, August 17 1pm – 2:30 pm (Library conference room)
3. Other venues to gain citizen/employee input are as follows:
  - August 12 – Booth at the Farmer’s Market with a card containing the following 2 questions;
    - What are the key characteristics and qualities of an effective City Manager?
    - What would success look like 12 -2 4 months after the City Manager is hired?
  - [WWW.ENGAGELOUISVILLECO.ORG](http://WWW.ENGAGELOUISVILLECO.ORG)
    - Same 2 questions at the Farmer’s Market booth

### **How will Focus Group Participants be selected?**

1. Board & Commission Members – Kathleen Hix will call Chairpersons of B&C on Friday and ask them to select 2 members to attend one of the B&C Focus Groups dates above
2. Citizens – Notice will be posted on the website inviting those who are interested to sign up via e-mail by sending [KathleenH@Louisvilleco.gov](mailto:KathleenH@Louisvilleco.gov) an RSVP. If the number goes over 30, a random drawing of 30 participants will occur. The group of 30 will be broken into smaller groups of 5 each. Small groups will discuss the questions and then report back to the larger group. You will facilitate a discussion with the large group based on the answers reported back and lead them through a prioritization exercise. This allows up to 60 citizens to participate in the Focus Group process.
3. Department Directors – Kathleen will send a meeting invite
4. Division Managers – Kathleen will send a meeting invite. This is also a group of about 30 and the same model as noted above will be used as with the Citizen Focus Group.
5. General Employee Group – A random selection will occur and Kathleen will send a meeting request to those employees. We anticipate another group of about 30.

## APPENDIX B – FOCUS GROUP QUESTIONS

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### City of Louisville Focus Groups Questions

DATE: \_\_\_\_\_

GROUP: \_\_\_\_\_

**PURPOSE** of Focus Groups - Gather your insights and perspectives about the next City Manager, which will help City Council as they consider whom to hire.

#### **PROCESS/AGENDA:**

- Introductions – June and who is in the room
  - Confidentiality – aggregate of all answers
  - Answer specific questions
  - Prioritize characteristics
  - Summary Report to Council
1. Talk to me about your knowledge of what a City Manager does? (Asked only of external audiences, not staff members)
  2. When a City Manager is working at his/her best how does that look?
    - What are they doing?
    - What are they accomplishing?
    - How are they interacting with others?
  3. What do you think are the top priorities of the new City Manager?
  4. What should we avoid or watch out for in the hiring of a new City Manager?
  5. In the first 12-24 months, describe what the new City Manager's picture of success will look like? What would her/she accomplish?
  6. Prioritization process. What are your top priorities/characteristics that are most important to you?

## APPENDIX C – RAW DATA, FARMER’S MARKET, AUGUST 12, 2017

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On August 12, 2017, June E. Ramos (Consultant) and Kathleen Hix, (HR Director, City of Louisville) tended a booth from 9 am to 1 pm to elicit responses from individuals. We asked them to fill out a short (three-question) form to obtain their input to the identification of ideal characteristics for the new City Manager position.

While not scientific by any means, we wanted to be sure to include general comments and maximize citizen participation during the process.

Questions asked included:

1. What are the key characteristics and qualities of an effective City Manager
2. What would success look like 12 – 24 months after the City Manager is hired?
3. Are you a Louisville resident? Yes\_\_\_No\_\_\_(Please indicate your city/town)

Participation:

- 18 City of Louisville residents provided written feedback
- 5 non-resident neighbors (Superior, Lafayette, Boulder, Broomfield, Boulder County) provided written feedback
- We spoke to many individuals who were out-of-state (including St. Louis, MO; North Dakota; Portland, OR; Maui, HI; and Houston, TX, for example). We did not tabulate their comments, but they were very interested in the process and commended Council on obtaining citizen input.
- Many other individuals stopped by and preferred to think about their answers. They were referred to the Engage Louisville website to provide additional written comments
- Approximately 10 individuals honestly stated that *“I don’t even know what a City Manager does,”* or *“I didn’t know we had a City Manager.”*

Comments – City of Louisville residents:

1. What are the key characteristics and qualities of an effective City Manager

- General Characteristics:
  - Cultured/diverse background
    - Aware of and proactive towards equity and equality issues
    - Diversity trained
  - Economic skillset
  - Open-minded; open-mindedness
  - Even handed
  - Integrity; Integrity
  - Humble
  - Willingness to embrace innovation; thinking outside the box
  - Flexibility
- General background and experience

- Business experience; business experience
    - Government management experience
    - Good experience
  - Leadership
    - Leadership; leadership
    - Balanced leadership skills – knowing how to manage resident expectations with realistic goals
    - Effective leadership
    - Organization skills
  - Communication and Listening skills
    - Listening Skills
      - Listen to residents
      - Someone who listens to the residents
    - Effective communicator
    - Communication skills
    - Open communication and quick responsiveness
    - Concise communicator
    - Communication
2. What would success look like 12 – 24 months after the City Manager is hired?
- New city projects
  - Positive, high feedback from residents
  - General Issues that impact the Community
    - Concern for costly living for seniors
    - More dog trails
    - Traffic/Parking
      - Better management of traffic
      - Resolving parking problems
      - Less traffic
      - Better parking
    - Closing home equity gap
    - No more public money that goes to the grain silo
    - Public broadband capability
    - Less housing density
    - Walking friendly trails on Highway 72; access crossing Hwy 42 by gardens
    - More funding for management of open space and conservation flood plain
    - Containing community support
    - Adequate infrastructure
    - Development/Growth
      - Development managed better
      - No more dense buildings
      - Someone who will slow the insane high density growth (5x)
      - Small town feel

- Keep small town feel while building the tax base
- Focus on moderating development to keep Louisville “small”
- Status quo – we love how our town is right now
- Preserve current small town atmosphere with pragmatic, thoughtful development and growth
- Genuine and small time/town feel for our community
- Important that whoever they hire doesn’t turn our town into a big city – keep our small town feel
  - Keeping city clean and safe
  - Knowing what is happening in our community
- Progress on using Sam’s Club property in an effective manner

Comments – Non-residents:

1. What are the key characteristics and qualities of an effective City Manager
  - Communication
  - Able to listen and put own interests aside and take into account citizen’s concerns and interests; dedication to listening and responding to the people’s needs
  - Enthusiasm and creativity to cultivate the City of Louisville
  - Experience with many areas of City functions
  - Able to manage staff – knows how to delegate
  - Aware of and engaged with all aspects of the city and its citizens
  - Manager should be approachable and available
  - Respect for the City’s past and future
  - No arrogance
  - Be present!
  - Ability to connect with the community
2. What would success look like 12 – 24 months after the City Manager is hired?
  - Continued partnership, not competition with Superior and Lafayette, to provide area with mixed choices for events and public offerings
  - Better collaboration with neighbors/Superior
  - Healthy City budget
  - Happy citizens and staff
  - Everyone would know his/her name and be aware of several positive things they have brought to the City
  - Creative community events
  - More outreach programs based on what community has suggested – ask for citizen input

## **APPENDIX D – RESPONSES FROM ENGAGE LOUISVILLE WEBSITE**

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### **Response #1**

Someone who is focused on making the city as sustainable as possible: guide us to a 100% renewable energy goal; more walk-able/bike-able neighborhoods; more public transportation options deeper into neighborhoods and/or car share; mandatory business composting (assuming they have to recycle already); energy efficiency programs and a move to less water intensive plants and not lawns (both public and within the neighborhoods) ; build up not out (and hence, preserve our open spaces); Hide parking underground; Also a focus on fostering mixed use/affordable housing. And I agree with "resident artist" comments.

### **Response #2**

- 1) Commitment to serve the community
- 2) Intention to meet the obligation to both listen and respond in a timely manner
- 3) Ability to balance the greater good with an empathetic approach to each resident
- 4) Dedication to practicing and expecting staff to treat all community members with respect - no more ignored and neglected voicemails, emails, messages, no more over-capacity message boxes
- 5) Given that some civic situations are ridiculous AND unavoidable, how about a sense of humor?

**J. RAMOS ASSOCIATES, LLC  
STATEMENT OF WORK**



**CLIENT:** Kathleen Hix  
Human Resources Director  
City of Louisville  
749 Main Street  
Louisville, CO 80027

**FROM:** June E. Ramos, J Ramos Associates, LLC

**CONTRACT DATE:** August 25, 2017

**SITUATIONAL ANALYSIS/BACKGROUND:**

The City Manager of the City of Louisville will be departing July 2017. In an attempt to hire the best successor for this position, the Council members are interested in reviewing key stakeholder needs to determine what the City should consider to move forward toward a successful hire.

The focus group process of identified target groups is a good process to determine the opinions of a cross section of stakeholders, as well as recommendations for moving forward into the future. Most focus group sessions last approximately 1.5 hours and consist of approximately 8 – 12 participants per session. The Council, and/or Council subcommittee members will vet the questions that will be asked in these sessions, to ensure that Ramos is aligned toward the goals as outlined.

Additionally, the Council has requested time on the agenda to participate in activities to solidify working together even more effectively as a team. Team building is an intentional process that focuses on a desired future state identified by a needs-based process. The needs are identified through a series of Council one-on-one individual interviews to identify what is currently working and areas of improvement that are needed. From these interviews, Ramos will draft a customized agenda for this Council – with the primary goal to identify commitments and agreements, as well as desired actions, to move into the future as a successful team.

The teambuilding process outlined below is an “ideal” one, based on successful sessions that Ramos has conducted with past Councils. Certainly, all items listed below are open to discussion and negotiation.

**DELIVERABLES AND PROCESS:**

<b>DELIVERABLE/ACTIVITY</b>	<b>TIME REQUIRED</b>
Facilitate planning meeting with Council or subcommittee to obtain: <ul style="list-style-type: none"> <li>• Necessary background information</li> <li>• Determine specific outcomes</li> <li>• Identify key interview questions</li> <li>• Tailor the process to success metrics as identified by Council</li> </ul>	2.0 hours
Focus Group - Board & Commission members - 2 night meetings	3.0 hours
Focus Group - Citizen meetings - 2 night meetings	3.0 hours
Focus Group - Employee meetings - 2 daytime/late afternoon meetings	3.0 hours
Focus Group - Department Director Meeting - 1 daytime meeting	1.5 hour
Analysis and transcription of Focus Group interview data – to prepare a Summary Report for Council review	3.0 hours
Conduct Action Planning Research Interviews of Council members (to prepare for team building session) – either telephone or face-to-face interviews; approximately 45 – 60 minutes each	6.5 hours
Analysis and transcription of Council member interviews – to customize team building agenda	3.0 hours
Summary Meeting with City Council - 1 daytime meeting Objectives include: <ul style="list-style-type: none"> <li>• Facilitated discussion of interview data</li> <li>• Facilitate a team session to create even higher level of team focus among Council members</li> </ul>	7 hours
<b><i>TOTAL TIME REQUIRED</i></b>	<b><i>32 HOURS</i></b>

**CONSULTANT FEE:**

The total fee for the project is \$7,500.00 inclusive.



**APPROVAL:**

If you agree to the above arrangements, please sign and fax to 303-679-8781, or e-mail a scanned, signed copy to [jramosassoc@mindspring.com](mailto:jramosassoc@mindspring.com), or return a signed original to: J Ramos Associates, 649 Golden Willow Road, Evergreen, CO, 80439.

**ACKNOWLEDGMENT**

**I have read the above agreement and acknowledge that it correctly sets forth the arrangement for the engagement of services of June Ramos, J Ramos Associates, LLC for handling the matters set forth above. I agree to the terms and conditions set forth in the preceding letter on this \_\_\_\_ day of \_\_\_\_\_, 2017.**

**By:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Organization:** \_\_\_\_\_



**J RAMOS ASSOCIATES** — Maximizing leadership and employee performance

649 Golden Willow Road • Evergreen, CO 80439 • p. 303.679.8700 • f. 303.679.8781 • e. jramosassoc@mindspring.com



**June Ramos**  
*Consultant,  
Facilitator,  
Coach, Trainer*

June Ramos has provided professional coaching, strategic management and organizational development consulting, communications consulting and training/seminar delivery to business/industry and government organizations for more than 25 years both nationally and internationally. June's primary emphasis (and passion) is helping individuals and organizations achieve peak performance by learning and using tools to build collaborative relationships and build personal accountability for career and life success. Her attention to customer service and high levels of customer satisfaction drive her success.

Her focus is on using education and development as a sound way to drive business priorities and business success through learning. Clients want to build the capabilities, the expertise and the skills of the people in their organization. Education and development is also a way to succeed in the marketplace around key initiatives and projects and to align people around new ideas and new corporate practices.

In the course of her career, June has worked as the internal and external communications manager in public relations/corporate communications and was a management/organizational development specialist for two Fortune 500 companies, provided training and consulting for three international public seminar firms throughout the United States, Canada, Europe, France, Australia and New Zealand. She was also the Vice-President of Client Services for a public seminar firm. June started her training and consulting practice in February 1990.

June's relaxed yet focused facilitation style enables her to connect with participants and to help them personalize the content and issues for greater understanding and application. She challenges her audiences to answer the question, "so what?"-- that is, how they will apply the material, techniques and strategies in their individual and organizational situations?

## **SERVICES**

### **Facilitation for Results/ Strategic Meeting Management**

Managing meetings through effective facilitation is the key to producing results with teams and groups. June provides a safe environment to allow participants to manage disagreement while producing collaborative agreements. Her style is one of appropriate balance between guiding the group when necessary, yet allowing the group to “manage its expertise” within a time bound agenda.

### **Team and Leadership Coach**

A key to successful consulting and team interventions is to provide organizational assessment to determine problem areas and identify desired key results. Assessment includes written questionnaires, focus groups interviews, and one-on-one interviews. Based on the results of the assessment, interventions are provided to produce desired new results. June provides individual coaching and facilitation of groups to meet desired goals and objectives. June’s team and individual coaching is based on a systems approach to problem solving – that is, using broader perspectives to identify what obstacles and barriers may cause performance problems or to identify obstacles to leadership success.

### **Customized Training/ Leadership and Professional Development**

Derived directly from the data of the assessment, customized training programs can be developed to meet immediate individual and organizational needs. Adult learners have greater interest and understanding when programs, case studies, and examples are relevant to their immediate needs.

### **Web-based Training**

In the world of remote (or “virtual”) teams, organizations need tools and methods to help individuals communicate and learn in this new environment. June has experience in developing and delivering web-based seminars and training programs, using tools provided by organizational vendors such as Genesys, WebEx and Placeware – who specialize in providing audio and web conference tools. Despite the lack of face-to-face communication, June provides highly energetic and focused programs that achieve results.

## **STANDARD TRAINING PROGRAMS/SERVICES:**

The most frequently requested training/consulting programs and consultation areas include:

- Leading at the Speed of Trust – Vital Smarts
- Assertive Communication Skills
- Collaborative Communication: From Disagreement to Commitment
- Customer Satisfaction – the Key to Business Success
- Crucial Conversations – Vital Smarts
- Collaborative Negotiation
- Change Management Essentials
- Transitioning to Management: Basic Supervisory and Management Skills
- I Love Feedback – Executive Forum
- Managing Multiple Priorities
- Influencing Upward: Or Selling Your Great Ideas To Your Boss and Others
- Creative Problem Solving and Decision Making
- Leading and Managing Change
- Presentation and Facilitation Skills (also Train-the-Trainer)
- Effective Meeting Management
- Managing the Remote or Virtual Team
- Performance Management
- Conflict Management
- The New Leader – Keys to Success
- Business Writing That Counts – with Dr. Julie Miller, BWTC
- Straight Talk: Conversations That Matter
- How Does Your TeamWork? (Team Building/Team Dynamics)
- Dealing with Difficult People/Situations (or Life Would Be Easy if it Wasn't for Other People)
- Facilitation of Strategic Planning Sessions and Team Building Events

### REPRESENTATIVE CLIENTS:

- Harley Davidson
- Great West Life Assurance Company
- USDA-Forest Service
- National Park Service
- Galileo International
- Sun Microsystems
- Boulder County Government
- Douglas County
- Ball Aerospace
- Mountain States Employer's Council
- Hunter Douglas
- Alliance Engineering
- Pinnacol Assurance
- Colorado Municipal League
- New West Technologies
- U.S. Dept of the Interior
- Federal Reserve Bank of Dallas
- Bureau of Land Management
- Jefferson County Government
- Horizon Choice Health
- First Data Corporation
- Federal Reserve Bank of Dallas
- LaFarge North America: Western Mobile
- U.S. Department of Education
- U.S. Environmental Protection Agency
- Animal Care Equipment Services
- MCI World Com
- NIST
- T. Rowe Price
- Dept. of Homeland Security, Customs and Border Protection
- American Express
- Jefferson County
- IBM Corporation
- Hewlett Packard
- Douglas County
- Department of Commerce/NIST
- MBS - Managed Business Solutions
- City of Lakewood
- City of Arvada
- City of Boulder
- City of Wheat Ridge
- City of Littleton
- City of Aurora
- City of Durango
- CASTA – Colorado Association of transit Agencies

## PARTNERSHIPS

- ☐ Facilitator, Chief Executive Network (CEN), Kansas City
- ☐ Facilitator/Consultant, Executive Forum, Denver, CO
- ☐ Facilitator, Lash Associates, Pleasant Hills, California
- ☐ Consulting Partner, Center for Interpersonal Relationships, Wilmington, North Carolina
- ☐ Faculty Member, Taos Conference for Government, Taos, New Mexico
- ☐ Consultant, Implementation Management Associates (IMA), Golden, Colorado

## TRAINING CERTIFICATIONS

- ☐ **Professional Mediation Training**, 40 Hour Certification Program, University of Denver, Organizational and Professional Communication Program
- ☐ **The Art and Science of Executive Coaching**, SCASunshine Associates, Denver, CO
- ☐ **Crucial Conversations**, Vital Smarts and Executive Forum, Trainer and Consultant
- ☐ **i Love Feedback**, Executive Forum, Trainer and Consultant
- ☐ **Leading at the Speed of Trust**, CoveyLink and Executive Forum, Trainer
- ☐ **Business Writing That Counts**, Dr. Julie Miller, Seattle, Washington
- ☐ Accreditation, **CME - Change Management Essentials**, David Nielson and Associates, Evergreen, Colorado
- ☐ Accreditation, **AIM – Accelerating Implementation Methodology, Change Management**, Implementation Management Associates (IMA), Golden, Colorado
- ☐ **Business Writing That Counts; E-mail Writing That Counts**, Dr. Julie Miller, Seattle, Washington
- ☐ Myers Briggs Type Indicator (**MBTI**)
- ☐ **DISC**, Personal Profile
- ☐ **Influence Edge**, Lash Associates
- ☐ Blessing White, Inc. (**Technical Leadership; Selling Your Ideas; Managing Personal Growth, Fast Start**)
- ☐ Zenger Miller (**Front-line Leadership; QUEST; Leadership 2000**)
- ☐ DDI **Interaction Management** (also certified as a Master Trainer who provides train-the-trainer to others)
- ☐ Integral Training Systems (ITS), **Retaining Top Talent; Breakthrough Thinking**

## WHAT OTHERS SAY

### ABOUT JUNE RAMOS

*June is able to work in all industries, with all professions, and with all levels within an organization. Line workers and senior managers alike believe that June understands their situations and is able to provide practical and realistic advice in a classroom and one-on-one coaching.*

Training Manager  
T Rowe Price

*June's programs have consistently been among the highest rated programs in evaluations completed by participants. Her presentations are always professional and interesting, providing practical information that our employees can immediately apply in their work.*

Senior Human Resources Analyst  
Boulder County Human Resources

*June works effectively with all employee groups. I appreciate June's keen interest in working to understand the organization and any dynamics that may impact training prior to class.*

HR Manager, Town of Castle Rock.

*Through June's inspiring consultation skills, our team was able to develop more effective working relationships, and was then able to efficiently address strategic planning and goal setting toward some very effective outcomes. Her coaching style is personable with a no-nonsense flair. She was able to connect with all team members, not an easy task, toward a positive result. Many consultant/trainers are either better as a trainer or as a consultant, June performs each admirably. Of the several consultants used at ChoiceHealth, June is the one we came to rely on for most organizational issues.*


Manager, ChoiceHealth

*I have had the pleasure of working with Ms. Ramos for the past 10 years as a trainer, course developer and a consultant. Rarely, have I worked with any one more talented and skilled. June keeps herself abreast of new trends, new literature and new instrumentation in order to provide her clients with the most helpful and meaningful interventions possible. Her varied and considerable experience allows her to make quick assessments and provide appropriate, targeted help for her clients. She is a master and unequalled in my view!*

Jacqueline Reid,  
The Center for Interpersonal Excellence and Founder of the Taos Conference.

*June Ramos has a unique and impressive way of connecting with her participants through her knowledge and sense of humor that creates a rich learning environment. We have a tough and well-educated audience here at Ball Aerospace. June fits in well with her credentials and experience and has consistently received high evaluations.*

Ball Aerospace and Technologies Corporation  
Manager, Training and Learning Center

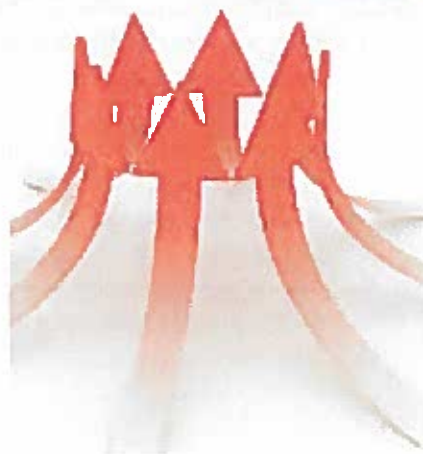


**City of Louisville**  
**City Manager Search Focus Group**  
**Report**  
June E. Ramos  
August 29, 2017

J RAMOS ASSOCIATES, LLC

### Meeting Objectives

- Review highlights of Summary Report
- Discussion/Obtain Consensus on Qualities and Characteristics of New City Manager for Recruiting Brochure
- Establish date for City Council Retreat with Ramos





## Schedule and Numbers



- **Staff** – three sessions
  - Department Directors = 7 plus Heather Balser (Interim City Manager)
  - Mid-level Managers = 11
  - General Staff Members (all levels) = 22
- **Boards and Commission Members** – two sessions = 11
- **General Residents**
  - Two focus group sessions = 14
  - Louisville Farmers Market – 18 residents; 5 neighboring residents
  - Engage Louisville website – 2 responses

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## ICMA



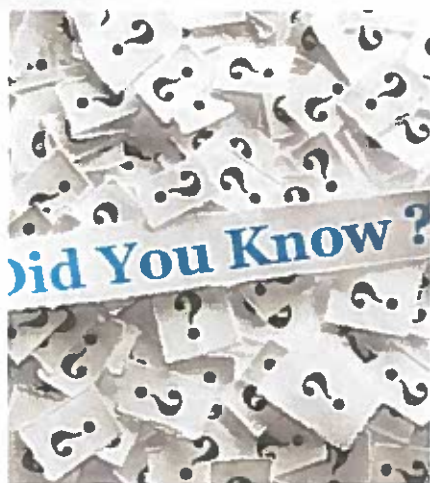
City managers, much like executives running private sector corporations, bring together the leadership, vision, and focus on results to create better communities by:

- Developing the budget
- Managing human resources
- Providing exceptional service delivery
- Planning strategically for community development
- Using performance metrics systems to drive continuous improvements
- Committing to high ethical standards
- Building high performing teams
- Providing leadership around the world



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## First – Reactions to the Data Summary



- Questions I have
- Any surprises?
- What made me Mad, Sad, or Glad as I reviewed the data?

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## Results - Key Overarching Traits (pp. 6 – 7)



1. Visionary; big picture thinker
2. Strategic plan – implementation
3. Strong communication skills
4. Good interpersonal and collaborative relationship skills (Staff, Council, external constituents)
5. Developing a high performing team – develop staff
6. Strong leadership skills
7. Exceptional customer service orientation
8. Strong budgeting and fiscal analytical skills

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## Goal – Consensus on top characteristics



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## Next Steps



Council retreat - dates



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**The Ideal Candidate**

We are looking for an energetic professional who relishes challenging situations, enjoys a diverse range of opinion, and is passionate about public service. The next city manager will be an effective communicator, comfortable interacting with all audiences, especially elected officials, businesses, and a sophisticated and engaged citizenry. He or she needs to understand and collaborate on the technical, economic and political aspects of complex issues and be able to frame and clearly articulate alternative resolutions and recommendations for consideration. The next city manager will be an approachable leader and experienced at using creativity to build and maintain partnerships with government, private, and nonprofit organizations throughout the region. The ideal candidate will inherit a hard-working group of employees and a need to bring departments together to solve issues and bridge the gap between policy and administration. He or she will be a perceptive and strategic thinker, with a motivating ability to inspire and focus the organization on its future vision and guarantee Louisville's long-term success.